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## THE ARMY NONCOMMISSIONED OFFICER GUIDE



Sergeant of Riflemen  
1821



Sergeant Major of the Army  
1994



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## FOREWORD


Noncommissioned officers are the backbone of The Army and the reason our Army is the best trained, most professional, and most respected in the world. First-line supervisors execute day-to-day operations with precision whenever and wherever duty calls. NCOs provide the leadership required to fulfill our nonnegotiable contract with the American people – to fight and win our Nation's wars, decisively. Living, implementing and teaching the NCO Creed in your duties will further instill and develop those critical leadership skills that our Army and our Nation require and deserve as we train Soldiers and grow leaders.

Train hard and to standard to improve readiness – the cost of not being ready is paid in Soldier's lives, and that cost is too high to pay. As a noncommissioned officer it is your job to train and lead Soldiers to accomplish the unit's mission. NCOs make it happen – they inspire Soldiers to work toward common goals, lead from the front and provide an example of what right looks like. They do not walk by deficiencies either in training or in individual departures from Army Values – NCOs are the front line in enforcing and reinforcing our institutional values. NCOs must treat every training event as though it were the last before a deployment to combat in order to achieve excellence in warfighting.

This Noncommissioned Officer Guide applies to all NCOs in The Army – Active, Army Reserve and Army National Guard. Standards are the foundation in this manual, which include Army Values and your duties and responsibilities to the Army. Additions to this guide include NCO History; Duties, Responsibilities and Authority; Training; and Counseling and Mentorship.

Read this manual thoroughly. It will assist you in your growth as a leader of Soldiers. Professional NCOs know their jobs, care for their Soldiers and take the time to develop their junior officers. Your charge, as America's finest, is to do what is right each and every day for your unit, the organization, the NCO Corps and the United States Army.

  
**JACK L. TILLEY**  
Sergeant Major of the Army

  
**ERIC K. SHINSEKI**  
General, US Army  
Chief of Staff